



## From the Director's Desk

### New Entrepreneurship Institutions

Institutionalisation of entrepreneurship activities has received a new boost with the announcement of Government's intention to support several State-level Entrepreneurship Organisations during the 8th Plan. This development follows logically from the 8th Five Year Plan targets for trained entrepreneurs as well as self-employment, each above 500,000. With such training needs, the organisational resources will have to be substantially enhanced.

A model framework for setting up a State-level institution has been developed at E.D.I. and was shared with the SSI Department a few months back when a Committee to assess various proposals for IEDs and CEDs was set up. Sufficient experience, both of success and failures of State-level institutions, is now available for new organisations to benefit from. The Centre for Entrepreneurship Development, Ahmedabad, for the Gujarat State, is oldest (1979) and represents country's longest entrepreneurship development experience which began in 1970. We now have seven State-level Organisations: C.E.D., Gujarat, C.E.D., Maharashtra, C.E.D., Karnataka and C.E.D., Madhya Pradesh; I.E.D. Uttar Pradesh, I.E.D., Bihar and I.E.D., Orissa. Are they all functioning smoothly? Are they all successful? The answer is a clear 'no'. Some have been and some have not. While no evaluation study of these organisations has taken place, some of them being very recent entrants (Karnataka and Madhya Pradesh) E.D.I. has had close linkages with virtually all of them, professionally as well as organisationally. Some

lessons for the States keen on setting up IEDs or CEDs should not be forgotten.

(1) Who wants it? Is the organisation being set up primarily because Government of India or all-India financial institutions' support is available? Or is it being set up because the State Government, its small industry promotion and assistance agencies, its corporations and associations of entrepreneurs, banks and others jointly have decided that such an organisation is required for the State to serve many developmental objectives through EDPs? There should be no doubt about "whose baby" it will be. Commitment to the organisations is critical and this commitment must be based on the objectives to be served and this commitment must be reflected in underwriting its financial as well as organisational continuity, sustainability and stability. Tomorrow, if Government of India assistance or IDBI assistance is not forthcoming (either it is time bound or it was meant to be an initial incentive only), the State and its agencies must make sure that the organisation continues without any uncertainty or financial crunch. Therefore, it must be set up because the State wants it.

(2) Financial Stability: It follows from the above that if it is a State organisation, all relevant beneficiary organisations in the State as well as promotional agencies for small industries, self-employment, rural development etc. must come together to make long-term financial commitments. Uncertainties about financial resources have played

havoc with the growth of these organisations, professional staff recruitment, investment in training and morale and motivation of the faculty members and trainers. Year-to-year deficit financing has left these organisations constantly under pressure as well as fear. Grants are delayed, contributions from promoter agencies are never assured and budgetary cuts take their toll. Some of the successful organisations have State industrial corporations underwriting the budgets at the beginning of the year. Experience has also shown that a sufficiently large enough 'Corpus Fund' is an ideal way of providing financial stability as well as firming up the genuine promoters who contribute to the Corpus. Rs. 1.0 crore (which can be shared between State Government, Corporations, Banks, Government of India and other assistance agencies) will provide an annual interest income of about Rs. 15.0 lacs. That is more than sufficient for meeting annual costs of running the organisation. If EDP funding does not come through or is delayed, the Corpus Fund will ensure meeting of day-to-day expenditure. Planning of programmes and their implementation will not suffer.

(3) Is Campus necessary? An ideal State-level organisation for EDPs must function through district and taluka level trainers. The programmes must be taken to the people, the potential entrepreneurs. If so, what is the need for heavy investment in land and building? If Rs. 50.0 lacs or Rs. 1.0 crore are available for capital expenditure, it is better to have such fund to strengthen the 'Corpus'. It should not be forgotten that capital expenditure

must be undertaken only after Corpus for revenue expenditure is firming up. Secondly, once a Campus is built, there are two more dangers: (i) Faculty and programmes may become headquarter-oriented, thereby denying the districts and talukas an access to programmes; and (ii) annual maintenance expenditure plus other costs of running a Campus will add substantially to the financial burden. EDI's own experience indicates that this amount can be as high as Rs. 7 to 10 lacs per year. But EDI can sustain it because of its national and international programmes which yield excellent revenue.

(4) Autonomy from the departmental restrictions as well as strangle-hold, flexibility in organisational development and staffing and sound leadership of the organisation are other critical requirements for success. Good organisation builders/leaders seem to be scarce. This is a national problem. But those who are competent enough are so often restrained by the environment in which they have to function. Some of these problems need not arise once the objectives, the promoters and the commitment part are initially taken care.

If 10 more such institutions come up in the 8th Plan, we would have virtually every State having this professional entrepreneurship organisation. The cadre of Trainers will grow, the faculty resources will grow, experience will grow and Entrepreneurship Development performance will improve. The network will benefit each other and strengthen the EDP movement. EDI is ready to support the new institutions.

- V.G. PATEL

## Entrepreneurship in Education

### National Workshop on Entrepreneurship Education

'Catch them young' seems to be the motto. The best way to achieve this is through entrepreneurship education at primary/secondary levels. A timely initiative in this regard was a National Workshop on Entrepreneurship Education in vocational schools & technical institutions organised at the Institute's campus during May 28-29, 1992 in collaboration with Ministry of HRD and National Council for Education Research & Training (NCERT) for Heads of Educational and ED organisations, senior teachers of vocational schools/technical institutions, policy-makers and administrators of education department and educationists. In all, there were 35 delegates representing nine states and two Union Territories.

The following themes were deliberated during the workshop:

- > Current status in Entrepreneurship education as a part of formal education
- > Status of critical facilities, and
- > National strategy for inculcating



Sitting on dais from left to right Dr. A. K. Sharma, officiating Director, NCEERT, Prof. M.S. Nadkarni, NIMED, Dr. V. G. Patel and Dr. H.C. Raval, EDI at the inaugural function of the National Workshop.

Group discussion was held on problems & issues experienced by vocational/technical institutions in introducing entrepreneurship input.

The deliberations led to formulation of following conclusions:

1. The entrepreneurship education should focus on SOFT SKILLS at the early stages of education of child but

SKILLS with a view to equip the youth for conceptualising a business idea and formulating a viable business plan. A suitable committee needs to be constituted to review the existing curriculum and come out with necessary modifications required for establishing linkages between various levels of education.

mitted and trained teachers for entrepreneurship education in schools and colleges.

3. Development of necessary software in terms of appropriate and adequate teaching material. In this connection, it was suggested that the text books which EDI has prepared for Gujarat Text Book Board for 10+2 stream be translated in other regional languages. It was also suggested that the syllabus for the entrepreneurship course should be flexible and practical in orientation.

4. The educational institutions need to change their present orientation towards the student community. They have to develop a sense of commitment to the students by way of counselling on project ideas and establishing linkages with the support system.

Dr. A. K. Sharma, the officiating Director of NCERT, in his inaugural speech, assured availability of funds for training of teachers in entre-

# Soft And Hard Skills Of Entrepreneurial Performance

Success of a business venture depends on its (i) inherent viability, (ii) sound project planning, (iii) meticulousness with which the project is implemented, and (iv) how competently the project is managed. It is evident that as regards the last three factors, as an owner-manager, the entrepreneur plays an important role in influencing the success of the venture.

To be effective in project planning, implementation and management, the entrepreneur needs a set of **SOFT SKILLS**. These skills are seldom acquired through professional/academic qualifications and they are functionally interchangeable (for example, the capacity to perceive an opportunity and act upon the same). Further, he needs a set of **HARD SKILLS** that include knowledge of various functional areas of management.

To help entrepreneurs to develop these soft and hard skills, EDI has been conducting, for the last couple

of years, Performance Improvement Programmes for entrepreneurs running small and medium enterprises. One such programme, sponsored by Friedrich Naumann Foundation, Germany, was organised at Kanpur between May 25-30, 1992 targeting specifically the small scale plastic manufacturing units in Kanpur. Kanpur has a large number of small scale plastic processing units which are mostly traditionally run. There is an urgent need to aim at improvement of the performance of these units, as the plastics would come to play a more significant role in the overall industrial development in this decade. Secondly, Kanpur was ideally suited for this programme as the plastic technology wing of Harcourt Butler Technology Institute, Kanpur is actively associated with the plastic industry in Kanpur. Further, a Science and Technology Entrepreneurs' Park is presently functioning at Harcourt

Butler Technology Institute (HBTI). Therefore, the Science and Technology Entrepreneurs' Park (STEP), HBTI, Kanpur was actively associated with the organising this programme.

Adequate promotional work resulted in 19 entrepreneurs registering for the programme. These entrepreneurs run units, that span wide spectrum of plastic processing industry.

The programme inputs were divided into 3 components, namely:

- Entrepreneurial competencies and crises management
- Technology and raw material
- Operational aspects like finance and marketing.

The EDI faculty has provided crucial inputs of entrepreneurial competencies (Soft Skills). The technology inputs were provided by Dr. G.N. Mathur, the coordinator, STEP, HBTI and also a leading

plastic technologist in India. Competent professionals from reputed organisations provided other inputs.

The programme generated good response from the participating entrepreneurs who specifically felt the soft skills of performance improvement were very relevant and would help them to assess their entrepreneurial capabilities and their business strengths and weaknesses.

The technology inputs supplemented by 2 presentations by leading Petro Chemical Corporations in India gave necessary direction to them for modernisation and upgradation. Another important aspect was the use of video films and case studies and stimulation exercise.

The programme ended on sound note with the participants feeling the need for such programmes at regular intervals.

## A Unique Entrepreneurship Development Programme For Tribal Youth of Tripura

The Institute has been giving special importance to the development of entrepreneurship among the inhabitants of North-East. It is reflected in the way an Entrepreneurship Development Programme (EDP) for Tribal Youth of Tripura was designed and organised.

The programme, taking into consideration the target group and the local environment, was divided into three phases.

### Phase I - Selection of Entrepreneurs and Orientation Programme at Agartala :

The 5-day Orientation Programme followed by selection of entrepreneurs, was organised from April 20 to 24, 1992 wherein the participants were exposed to the support system existing in Tripura. This was aimed at increasing effectiveness of training at EDI and orienting them to industrial opportunities and market study required for selection of products. In all, there were 30 participants. The



Participants of the EDP for Tribal Youth of Tripura are seen with EDI faculty Members.

programme was inaugurated by Shri S. Ranjan, IAS, Director of Industries, Govt. of Tripura, Agartala. The participants were also benefited by the knowledge they gained during the orientation, since they interacted with the officials of some of the industrial development organisations of the State.

### Phase II - EDP at Ahmedabad :

A 4-week EDP was organised at EDI from June 1 to 26, 1992. During the programme, the inputs on achievement motivation, market survey, technical and financial analysis, project report preparation and management of enterprise were imparted. The participants were asked to collect data on project

parameters to help them generate financial statements and feasibility report for their projects. These were supplemented by the analysis of cases for better conceptual clarity.

### Phase III - Industrial Exposure:

To give on-the-job training, the participants were imparted industrial exposure in small and tiny units at Ahmedabad to help them understand various aspects of management of small enterprises and gain first-hand knowledge of the industrial environment. Institutional visits of Khadi & Village Industries Commission (KVIC), Blind Men Association (BMA) and Self-Employed Women Association (SEWA) were also organised to make them aware about the different economic activities run by them.

At the end of the programme, the feedback from the participants was taken. It is very encouraging to note that the participants were confident enough to start and manage their ventures.

## Skill Development Programme On FBFI Technique

The Small Industries Development Bank of India (SIDBI) sponsored Skill Development Programme on Focused Behavioural Event Interview (FBFI) technique was organised in Lucknow in collaboration with Institute of Entrepreneurship Development, Uttar Pradesh during April 21-24, 1992 for officers of financial institutions and banks who are involved in assessing entrepreneurial capabilities of those who

approach them for financial assistance.

Sixteen officers representing Directorate of Institutional Finance, Khadi & Village Industries Board, Gramin Banks, District Industries Centre, state financial corporation, SIDBI and training institutions, participated in the training programme.

The programme inputs included conceptual sessions on FBFI technique followed by adequate

number of practice sessions for developing the skill of participating officers in implementing FBFI technique within their respective institutions. Audio-visual aids were also used for increasing the effectiveness of the training input.

Appreciating the interview technique and its approach, the participants showed a willingness to implement the interview technique on experimental basis within their institutions. They also suggested EDI

to prepare more video cassettes covering interviews of entrepreneurs representing different target groups to help them acquire more skill in mastering the interview technique.

Subsequent to the training programme, the Institute has received a request from Uttar Pradesh State Financial Corporation, Kanpur, to organise an exclusive training programme on FBFI technique for its officers.

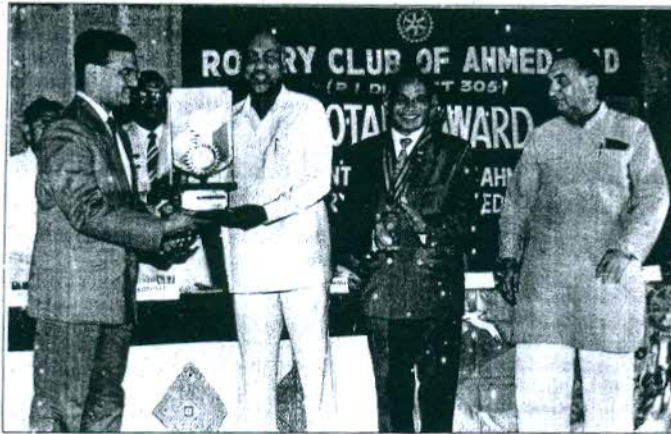
# Ahmedabad's Entrepreneur of the Year

## Achal Bakeri — An Architect of a Cooler Revolution

"Trust your instinct, have confidence in yourself and if you think you have a good idea, go for it with all you have", this is the precious message from Achal Bakeri, the architect of a cooler revolution to the aspiring entrepreneurs and the recipient of Rotary Award for Entrepreneur of Ahmedabad - 1991.

Mr. Achal Bakeri was selected out of 29 nominations received by the Rotary Club of Ahmedabad and vetted by a committee consisting of eminent personalities that included among others, Dr. V.G. Patel, Director of this Institute.

Mr. Bakeri, who is the founder of the Sanskrit Comfort Pvt. Ltd., holds a degree in Architecture from Ahmedabad School of Architecture and an MBA from the University of California, Los Angeles, USA. He hails from a business family. His esthetic sense derived from his architectural profession coupled with a keen business sense propelled him to use innovative design as a successful marketing strategy for his coolers.



Shri Achal Bakeri receiving the Rotary Award for 'Entrepreneur of Ahmedabad - 1991' from Shri Shekhar Bajaj, President, Indian Merchants Chamber. Shri Shahikant Lakhani, Industries Minister, Gujarat (extreme right) presided over the function. In the centre is Shri Ramesh Shah, President, Rotary Club of Ahmedabad.

"Symphony" has since become a widely quoted marketing success of 80s.

Commenting on the genesis of air coolers manufacture, Mr. Bakeri stated that the idea of manufacturing coolers actually came from his father

Mr. Anil Bakeri. After installing an air cooler at a price of Rs. 10,000/- in a new house in mid-1987, he started wondering why air coolers could not be made more esthetically attractive. From this idea, came the design of an air cooler, which looks like an air-conditioner, but at the same time is affordable in price.

He stresses the importance of encouragement, advice and support he has received from his family business contacts.

Reacting to a question whether he had any time thought of giving it up, he states that when going gets tough, the tough gets going.

Asked to state the keys to his success, he comes out with an interesting conclusion. The recipe for a successful enterprise in India is 80% persistence and determination and 20% intelligence and luck.

Like every successful entrepreneur, Mr. Bakeri has grand plans of expansion and diversification. And EDI wishes him all the success.

## Story of Basawi Women on AIR

EDI organised a Rural Entrepreneurship Development Programme (REDP) for Basawi women (temple maids) at Bammanhal, Dist. Ananthpur, Andhra Pradesh in collaboration with HEADS, a local NGO during October, 1991 to February, 1992. The objective of the programme was to create sustainable economic enterprises by this target group. This unique exercise of creating micro-enterprises by Basawi women had culminated with the starting of about 16 economic activities. Impressed by the change among the target group, with which EDI was the first agency to work with, AIR, Ananthpur approached the Institute to arrange a 'Radio Meet' with Basawi women. Subsequently, five Basawi women of REDP, Mrs. Kumari, Manjula, Anasayamma, Sunkamma and Sollamma had participated in Radio Meet besides Mr. PKM Swamy, faculty, EDI. The programme which was recorded at

AIR studio at Ananthpur station was broadcasted for 25 minutes duration. The focus of the Radio Meet, which was titled as 'MARUTUNNA SAMAJAN' (CHANGING SOCIETY) in Telugu language, was to enlighten the public about the Basawi system, another version of 'Jogini' and 'Devadasi', the problems faced by Basawis after being thrown into the system under the divinity and superstition and the present scenario including developmental efforts.

All the five women who came out of their villages and entered AIR studio for the first time, participated actively and fearlessly. All of them, one-by-one responded to the points put forth by the reporter of AIR.

It was an interesting live story. They said that they did not know the origin of the system and felt it was a wretched system. They revealed that they were married to Goddess - Oligamma, as the bridge of divine before they attained puberty. They

sadly expressed that once their youth was gone, they would become unwanted and uncared. Their parents inducted them as Basawis with the hope of getting a remedy from any distress of mishap in the family which they considered as a visitation of Goddess Oligamma.

Further, some of them were also dedicated as Basawi for support to the parents in their old age, particularly so, in the absence of a male issue. They were not marriageable to anybody, they informed.

They continued to live with their families which were heavily dependent on their earnings, with no rights whatsoever. They felt that their children and they would have been better cared for if they had husbands and without being concubines.

All of them strongly expressed that they were determined to break the system in order to save their children

from becoming victims of this brutal system.

With this objective in their minds, they were vigorously looking for alternative occupations that provide them independence and dignity. They narrated at length, how the REDP created a substantial and everlasting impact on them. This REDP gave them not only skills to manage an economic activity independently but also moral courage and confidence to combat the problems in the process. They thanked EDI and HEADS for what they had done for them.

At the end of the Meet, Mr. PKM Swamy, EDI's Programme Leader was asked to explain EDI's developmental initiative in this regard. He complimented the Basawi women, HEADS and SIDBI for their endeavours for a better tomorrow.

## Entrepreneurship Summer Camp for Students

Entrepreneurial capabilities are required for success, be it in a business or in a profession. In present competitive world, youth needs to be achievement oriented. EDI recently took a new initiative in organising a unique Summer Camp for youth on "entrepreneurial adventures".

The camp adopted a unique methodology, using exercises, simulations, quizzes, visits and experience sharing. Among other things, the main focus of the camp was on the following specific inputs:

> **Self Awareness** : In this module, attempt was made to make the participants aware of both their potential and psychological blocks to be achievers in life.

> **Motivational Development** : The focus of this module was to motivate the participants to consider various career



Participants of the Summer Camp are seen with Dr. Gautam Raj Jain, Camp Leader (Fifth from left)

with the skills to decide a right career choice > **Self Development** : This module covered essential

qualities like creativity and innovations that determine success.

> **Reinforcement** : The module aimed at reinforcing the need for achievement with interactions with successful people and visits to creative institutions.

The camp was organised between 1-10 May, 1992 and in all, 29 college going students of age ranging from 18 to 24 attended. The intelligence and maturity exhibited by some of the young participants were extraordinary. Contributing also to the inputs provided in the camp, there is no doubt that the 29 participants would turn out to be creative/innovative in their professional/business endeavours. The camp evoked excellent response and EDI would like to make it an annual exercise in Summer.

## Sub-Regional Workshop on Training of TVE Teachers for Entrepreneurship Development

With a view to help technical and vocational institutions in introducing and strengthening entrepreneurial input as part of formal education, Colombo Plan Staff College (CPSC) for Technician Education, Manila, Philippines, has been organising Sub-Regional Workshops on Training of Technical & Vocational Education (TVE) Teachers for entrepreneurship development for TVE students.

During March 23-April 03, 1992, a workshop of similar nature was organised in Kuala Lumpur (Malaysia) and the Institute received an invitation from CFTC, Commonwealth Secretariat, London, for deputing a faculty member to act

as a resource person in the workshop. As consultant to CFTC, 'Dr. H. C. Raval of EDI, spent two weeks at the workshop venue, designed the workshop input, prepared background papers, handled sessions and led discussions in small groups.

In all, there were 17 delegates in the workshop representing - Indonesia, Fiji, Korea, Malaysia, Papua New Guinea, Singapore and Thailand. The workshop commenced with the inaugural address of Hon'ble Minister of Education, Govt. of Malaysia, Datuk Amar Dr. Sulaiman Bin Haji Daud followed by country report presentations by the delegates.

During the workshop, the delegates debated on a range of issues such as national level policies, programmes related to entrepreneurship training for TVE students, basic skills required for launching and running a small scale enterprise successfully, identification and development of entrepreneurial competencies, etc. The delegates also identified effective tools and techniques for providing instructions to TVE students on entrepreneurship development and developing action plans for implementing ED curriculum in academic institutions.

While sharing Indian experience on introducing entrepreneurship in educational institutions, EDI expert

stressed the need for clearly defining the objective of the course, development of appropriate curriculum and instructional material, training of manpower and extending the role of academic institutions beyond students' community.

The delegates appreciated the inputs imparted by EDI expert and efforts put-in by CPSC in organising such a workshop. They also requested CPSC and institutions like EDI to provide professional and other supports to polytechnic and technical institutions in their efforts to strengthen entrepreneurial education.

### EDI Mission to Cambodia

The Asian & Pacific Region of ILO, Bangkok, as a part of UN strategy for establishing peace in Cambodia and creating employment opportunities for demobilised soldiers, has developed a project on 'Small Enterprise Promotion for Demobilised Soldiers' and invited EDI to provide expertise on the project as external collaborator. A 2-member EDI team spent two weeks in Phenom Penh to carry out a need assessment study for training of Small Enterprise Promotion Officers (SEPOs) followed by designing a training programme and strategy for implementation.

"Turning hardened ex-soldiers and war-ravaged Cambodia into entrepreneurs may not enthrone many but its a challenge to EDI and will help us to test modules, we have been developing for the last 15 years", were the first reactions of two experts visited Cambodia, Dr. H.C. Raval & Mr. J.B. Patel.

For the last two decades, Cambodia has been in the throes of war and its economy is in a shambles. Dominated by the Marxist ideology, concepts of free market economy are unknown to the commonman. The basic objective of the project is to gainfully engage demobilised soldiers, some of whom have not even known anything but war during their life time, anything productive activities lest they get involved in anti-social activities. After assessing

the constraints, 25 viable areas were identified which could be commercially exploited.

UN-ILO, project involves development of 15 Small Enterprise Promotion Centres (SEPCs) in Cambodia, one centre in each province of the country, with 4 SEPOs (to be trained by EDI) in one centre. These centres will act like Centre for Entrepreneurship Development and Small Enterprise Promotion and on completion of the training programme, the SEPOs will be organising EDPs as well counsel demobilised soldiers for self-employment.

During their stay in Cambodia, the team formulated a training programme and spelt out the kind of support which would be needed by SEPCs in initiating Entrepreneurship training. Based on this groundwork, the team submitted a Mission Report to ILO and also a proposal for Training of SEPOs. It is heartening to note that ILO has immediately accepted the report and has sanctioned EDI's proposal for organising training programmes for developing 60 SEPOs.

EDI will be sending a team of 6 professionals in teams of two to Cambodia for a duration of 5 weeks each for training 60 SEPOs in 3 batches. The programme will commence in the second week of August, 1992 and end by middle of October, 1992.

### Three New Video Cassettes on Business Crises

In the Seven Business Crises series, the final 3 themes of the Prosperity Crisis, the Management Succession Crisis and Planning for Competition and Growth are now covered with the completion of 3 new video cassettes just completed. In the prosperity crisis stage, the entrepreneur becomes over-confident or begins to relax. It is here that he is caught napping and the prosperity crisis arises. The management succession crisis may arise because of sudden setbacks for which the immediate cause is not in the hands of the entrepreneur. The

entrepreneur becomes ill or meets with an accident or dies. The cassette cautions the entrepreneurs about all these unexpected events and suggests advance action for smooth transition in their short or long absence. And the third cassette is on 'Planning for Competition and Growth'. It emphasises the need for planning in SSI enterprises as well as development of strategies to meet competition (short term plan) and diversify for growth (long term plan). The price for all the cassettes is Rs. 750/- (US \$75) each. These cassettes are now available.

### EDI PUBLICATIONS & AUDIO VISUALS

#### EDI Reports

EDI publishes a regular quarterly bulletin, i.e. EDI Reports, covering various activities undertaken by the Institute. (Free Circulation on demand)

#### Publications

1. Entrepreneurship Development Programme in India and its Relevance to Developing Countries - V.G. Patel Rs. 130/- US \$ 25/-
2. Developing New Entrepreneurs Rs. 200/- US \$ 40
3. Self-made Impact Making Entrepreneurs - Gautam R. Jain & M. Albar Ansari Rs. 250/- US \$ 45
4. National Directory of Entrepreneur Trainer-Motivators (1989) Rs. 80/-
5. Entrepreneurship Bibliography Rs. 55/- US \$ 11
6. Strategy of Success in Business and Industry (Hindi) - V.G. Patel (1975) Rs. 50/-
7. The Seven Crises & Business Strategy for Survival & Growth - V.G. Patel (In Print)
8. In Search of Identity - The Women Entrepreneurs of India - Ajit Kanitkar & Nalinee Contractor Rs. 160/- US \$ 15

#### Papers

1. Potentials of Ex-servicemen for Entrepreneurship: A Study - Gautam R. Jain (1989) Rs. 48/- US \$ 4
2. Course for Entrepreneurial Succession in Family Rs. 43/- US \$ 3
3. The Missionaries: A Study of Entrepreneur Trainer-Motivators in India - Dinesh Awasthi (1989) Rs. 72/- US \$ 6
4. Proceedings of National Workshop on Developing Research Agenda on Entrepreneurship - Gautam R. Jain & Dinesh Awasthi (1989) Rs. 81/- US \$ 7
5. Agenda for Change - Entrepreneurship Education in Management Sectors Rs. 75/- US \$ 6

#### Video Cassettes

1. Five Success Stories of First Generation Entrepreneurs Rs. 1000/- US \$ 100
2. Assessing Entrepreneurial Competencies Rs. 1000/- US \$ 100
3. Business Opportunity Selection & Guidance Rs. 750/- US \$ 75
4. Strating Crisis in Business Rs. 750/- US \$ 75
5. Cash Crisis in Business Rs. 750/- US \$ 75
6. Delegation Crisis in Business Rs. 750/- US \$ 75
7. Leadership Crisis in Business Rs. 750/- US \$ 75
8. Financial Crisis in Business Rs. 750/- US \$ 75
9. Problem Solving - An Entrepreneurial Skill Rs. 750/- US \$ 75

#### Kit

1. Achievement Motivation Training (AMT) Kit Rs. 500/- US \$ 40
- #### Clippings
1. Entrepreneurship Newspaper Clippings Year Book - 1989 Rs. 120/- US \$ 10
  2. Entrepreneurship Newspaper Clippings Year Book - 1990 Rs. 185/- US \$ 15
  3. Entrepreneurship Newspaper Clippings Year Book - 1991 Rs. 300/- US \$ 25

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